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ABSTRACT

A course of study on the fundamental aspects of the areas of knowledge which are essential to effective management of national security is presented. The course presents the substance of the Industrial College resident curriculum adapted to the correspondence method of study. The subject matter is designed to impart knowledge and understanding of the economic and industrial aspects of national security and of the management of resources under all conditions in the context of both national and world affairs, with special emphasis given to the interrelated military, logistical, administrative, scientific, technological, political, and social factors affecting national security. The course material is organized into five integrated units of study: (1) Foundations, which presents a look at the role of the United States, in concert with other nations, in the world community; (2) The Resources Base for National Security, which appraises our available resources for achieving security; (3) Plans and Programs for National Readiness, which presents information relating to organizational factors and basic national policies concerning national security; (4) Defense Plans, Policies, and Decisionmaking, which introduces the student to the concepts, principles, and policies, which direct the management in the Department of Defense; and (5) The Management of Defense Programs, which deals with management in specific functional areas within the Department of Defense: research and development, procurement, production, and supply management. (Author/CK)

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U.S. DEPARTMENT OF HEALTH,
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NATIONAL SECURITY MANAGEMENT

CORRESPONDENCE COURSE

INFORMATION BOOKLET



INDUSTRIAL COLLEGE
OF THE ARMED FORCES

OBJECTIVE

The Correspondence School of the Industrial College of the Armed Forces directs its educational effort toward support of the national interest through enhancing the knowledge of military and civilian executives who are, or will be, engaged in managing key national security programs.

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The Course

National Security Management is a course of study on the fundamental aspects of the areas of knowledge which are essential to effective management of national security. The course presents the substance of the Industrial College resident curriculum adapted to the correspondence method of study. The subject matter is selected and organized to provide a basic understanding of a wide area and to avoid the extremes of minor details and useless generalities. It is not designed to train specialists in any particular field, but rather to impart knowledge and understanding of the economic and industrial aspects of national security and of the management of resources under all conditions and in the context of both national and world affairs, with special emphasis given to the inter-related military, logistical, administrative, scientific, technological, political, and social factors affecting national security.

The course material is presented in small bound volumes, organized into five integrated units of study:

Unit I, *Foundations*, presents a look at the role of the United States, in concert with other nations, in the world community; and, in addition, it provides an orientation in the elements of basic economics and of economic analysis, and in the concepts and practices of modern management.

The Environment of National Security provides a retrospective look at, and an understanding of, the U.S. role in concert with other nations in the world community.

The National Security Structure conveys a basic understanding of the main instruments and processes of the Federal Government involved in the formulation of our national security objectives and policies.

National Urban Problems is a carefully considered selection of readings on the major problems of the nation's cities, and the implications of these problems for national security.

Elements of Defense Economics is designed to orient the student in some of the essential aspects of economic analysis that underlie Defense management in today's environment. Defense or national security is viewed as an "economic problem" considered in terms of the kinds of threats that a nation's defenses are required to meet.

Management: Concepts and Practice, is a basic survey designed

to increase the knowledge and sharpen the skill of the student in modern management concepts and practices in both government and the business and industrial world.

Unit II, *The Resources Base for National Security*, appraises our available resources for achieving security. These economic capabilities and significant potentials include human, natural, and energy resources; science and technology; transportation; and three important utilities (electric power, natural gas, and telecommunications).

Human Resources for National Strength deals with the population of the nation as a basic factor for military and industrial strength and for all the other organized activities.

Natural and Energy Resources reviews the position of the United States with respect to mineral, agricultural, forest and water resources, solid fuels, petroleum and natural gas; major problems encountered in these fields; and the ability of the Nation's natural and energy resources to meet anticipated increased demands in the future.

Transportation: The Nation's Lifelines provides a general orientation in the field of transportation primarily from the standpoint of Federal programs and in terms of implications for national security.

Utilities: Electric Power, Natural Gas, and Telecommunications emphasizes the vital role of each of these three public utility industries in the Nation's resource complex, their inherent monopolistic features and the high degree of public interest attaching to their services, which require their subjection to close public scrutiny and authoritative regulation.

Science and Technology: Vital National Assets, discusses the significance of science and technology as factors in economic and military strength.

The Industrial Sector reviews the evolution, major characteristics, structure, magnitude, and growth trends of the American industrial economy.

Unit III, *Plans and Programs for National Readiness*, presents information relating to organizational factors and basic national policies which provide the framework within which the national security is managed.

Collective Defense and Foreign Assistance discusses the collec-

tive agreements of the United States and Free World countries to cooperate in defense against aggression and to promote the strength of the signatory and other friendly or uncommitted nations.

The World in Ferment is in the form of an anthology that examines critical problem areas that affect this nation's international security and foreign policy interests.

United States Foreign Economic Policy focuses on the policies developed to promote the economic well-being of the United States by expanding foreign markets, insuring ready access to overseas sources of vital materials needed by our economy, promoting private investment abroad, and bringing an interchange of goods free from governmental and private barriers.

Economic Policies for National Strength considers the programs and policies to maintain the strength, stability, and dynamism of the national economy as the essential base for the Nation's security.

Emergency Economic Stabilization highlights the compelling economic forces that operate in a defense or war economy, in contrast to one of peace, and make it necessary to impose economic controls. Particular stress is laid on the measures needed to check inflationary pressures and keep the distortions in the economy within manageable bounds.

Civil Defense: Planning for Survival and Recovery analyzes the threat to the homefront in the event of nuclear attack and discusses the nature and scope of the problems involved in such an attack and in post-attack rehabilitation.

Unit IV, *Defense Plans, Policies, and Decisionmaking*, introduces the student to the concepts, principles, and policies which underlie and give direction to management in the Department of Defense. Areas receiving primary attention include: planning, programing, budgeting, and system analysis.

Defense Organization and Management explains the unification of the Armed Forces, the progressive centralization of authority in the Secretary of Defense, the creation of Defense agencies, the major components of the Defense establishment, and the changing patterns of Defense management.

Requirements for National Defense highlights the administrative and conceptual base of requirements planning and management.

Case Studies in Military Systems Analysis seeks to provide the student with a better understanding of the theory, methods, virtues and limitations of the systems analysis approach to defense problems through five case studies.

Defense Military Manpower analyzes the current philosophy, plans, programs, policies and practices of the Department of Defense in the field of military personnel management.

Unit V, *The Management of Defense Programs*, deals with management in specific functional areas within the Department of Defense: research and development, procurement, production, and supply management.

Defense Research and Development discusses the role of the Secretary of Defense, the Services, and the combat arms in military research and development, and the techniques employed in contracting and managing research and development work.

Procurement discusses those elements of the defense supply process that relate to the placement of contracts for goods and services and the administration of these contracts. It highlights the nature, scope and magnitude of Defense procurement operations; the authority and responsibility for procurement vested in the executive branch and the restrictions imposed by Congress on the executive power to contract; and the evolution and nature of current Defense organizations for the procurement of common-use and Service-related materiel.

Production for Defense focuses on the Defense Department's concern with production under "peacetime" contracts and on the development, maintaining and planning of the industrial base for production in emergencies. The text discusses the technology of production and its relation to modern warfare.

Supply Management focuses on the major military supply management programs currently in use, the management problems encountered, the techniques designed to meet these problems, and some of the concepts and philosophies that have been generated in the unceasing quest for a dynamic logistics establishment.

SUPPLEMENTARY READING

To keep pace with changing concepts and new developments, the textual material of the five units is supplemented by a series of selected monographs or chapter-length surveys dealing with specific national security and defense management problems. The

substance of some monographs will find their place in the periodic revision and updating of existing texts; other monographs will form the basis for new, full texts in select defense management areas.

Upon completion of the final unit of the "National Security Management" correspondence course each student will receive the set of monographs in print at that time.

IT IS NOT NECESSARY TO SUBMIT REQUESTS FOR THESE PUBLICATIONS.

ELIGIBILITY

1. ACTIVE DUTY OFFICERS

Military officers in grade of lieutenant colonel/commander and above of all components of the Department of Defense and the Coast Guard serving on active duty. Majors/lieutenant commanders with a baccalaureate degree or who have completed the Army Command and General Staff College or its equivalent. Captains/Navy lieutenants with a baccalaureate degree and who have completed the Army Command and General Staff College course or its equivalent.

2. RESERVE OFFICERS NOT ON EXTENDED ACTIVE DUTY

Reserve officers in grade of lieutenant colonel/commander or above of all components of the Department of Defense and the Coast Guard not on extended active duty. Reserve majors/lieutenant commanders with a baccalaureate degree and who have completed the Army Command and General Staff College or its equivalent. Reserve Captains/Navy lieutenants, affiliated with an organized reserve officers school/squadron, who have a baccalaureate degree and who have completed the Army Command and General Staff College course or its equivalent.

3. OTHER

a. Federal, State or local government employees rated GS-13 or equivalent with baccalaureate degrees whose duties relate to the education provided by the correspondence course.

b. Federal, State or local government employees rated GS-11 or 12 or equivalent with master degrees or higher or participants in the Civil Service Intern Program if recommended by the program supervisor. The future duties of the applicant must be related to the education provided by the correspondence course.

- c. All members of the National Defense Executive Reserve.
- d. Key civilian executives engaged in the defense sector of the economy and members of the several professions whose duties relate to national security.
- Requests for waivers will be considered.

APPLICATION FOR ENROLLMENT

Applications and inquiries should be addressed to:

The Commandant
Industrial College of the Armed Forces
ATTN: Correspondence School
Fort Lesley J. McNair
Washington, D.C. 20315

Automatic data processing of application forms requires that all applicable entries be fully completed.

ADMINISTRATIVE PROCEDURE

Each unit of the course is taken en bloc.

The step-by-step procedure set in motion immediately following acceptance of application is:

Units I & II

(ICAF)—Send acceptance letter to independent students with answer sheets for units I and II. Mail the textbooks and evaluation examination questions for Units I and II.

(Student)—Complete Unit I Evaluation Examination and forward answer sheet to the College for scoring.

(ICAF)—Score, record, and inform students of score attained on Unit I. Mail Unit III materials.

Unit III

(Student)—Complete Unit II Evaluation Examination and forward answer sheet to the College for scoring.

(ICAF)—Process examination and advise student of his score. Mail Unit IV materials.

Units IV and V

(Student)—Identical procedure as for Unit III. Unit V material will be sent upon completion of Unit III.

Those students who complete the course may retain the text-

books for their professional library. Students who do not complete the course, and who are disenrolled, will return the textbooks to the College.

FOREIGN STUDENTS

All correspondence between ICAF and a foreign student will be *through* the Office of the U.S. DEFENSE ATTACHE, EMBASSY OF THE UNITED STATES. Applicants should be able to read and understand written English since all course materials are in that language.

FACULTY ADVICE

Students are invited to seek faculty advice at any stage of course study.

STUDY PROCEDURE

The following study procedure is suggested:

1. Examine the contents of each textbook to obtain a broad perspective of the matter presented.
2. Read each text carefully.
3. Study examination items and select tentative answers.
4. Review and correct, as necessary, the tentatively keyed answers. Refer to the volume as often as desired, rereading and reviewing the difficult items.
5. Repeat steps 2, 3, and 4 for each textbook.

STUDENT EVALUATION

The examination items are constructed to encourage both extensive and intensive reading to grasp the main ideas, to stimulate thinking, and to elicit a logical reasoning process in problem solving.

Each item offers four alternative answers; some or all may have some merit and a certain degree of correctness. After carefully studying the stem of the question to ascertain exactly what is expected or required, the student should eliminate the alternatives that have the *least* merit and select the *one best answer*.

The one best answer is supported by the textual material. An attempt has been made to avoid items that can be answered di-

rectly by words, statistical data, or express statements found in isolated parts of the textbook. As stated before, considerable thought and effort, in addition to the mere reading of the text, are required.

The evaluation questionnaire may be retained by the students, but the scored answer sheets cannot be returned to him by the Industrial College. For each evaluation examination, however, the number and percent of right answers, in addition to the item numbers of the incorrect responses, will be reported to the student.

It takes about one year to complete the course, but students are given 90 days to complete each of the five units of study. For students stationed or residing abroad, these limits are automatically increased by one month. For valid reasons and at the specific request of the student—received before the due date of each unit—the School may grant one extension of 30 days. Disenrollment will follow two weeks after a student fails to comply with the original or extended due date.

The minimum passing average score for the course is 60 percent. Thus it is possible to fail one or more units and still successfully complete the course. Reserve officers taking this course for retirement point credit, however, must attain a minimum score of 60 percent to receive credit for each unit.

Students may not be eligible to reenroll for a period of two years if they are disenrolled for academic deficiency or non-compliance with the time schedule approved by the School.

Graduates who pass from 90 to 100 percent of the examination items on the five units receive special recognition in the form of a letter citing outstanding achievement.

CREDIT POINTS

Credit points for retirement have been authorized by the military services for Reserve and National Guard officers not on extended active duty who take the course as independent enrollees. Students in group study receive credit for attending reserve meetings. The number of points that may be awarded separately for each unit is as follows:

Unit I	12 Points	36 Hours
Unit II	12 Points	36 Hours
Unit III	12 Points	36 Hours
Unit IV	12 Points	36 Hours
Unit V	12 Points	36 Hours
Total	60 Points	180 Hours

These points are awarded only if a unit is satisfactorily completed. For example, if a student attains satisfactory scores on the Evaluation Examination for Units I, II, IV, and V but fails Unit III, he will be awarded credit points for only Units I, II, IV, and V. Because of the continuing revision and updating of study materials, the Services authorize repeat credit for taking this course after a five-year interval.

CERTIFICATE OF COMPLETION

A certificate of completion is issued by the College to each student who finishes the course with a passing grade. At the election of the student, this certificate may be routed through appropriate military or other channels for presentation. A form requesting this information will be forwarded with the Unit V materials.

APPENDIX A
METHODS BY REPORTING CREDIT POINTS
EARNED BY INDEPENDENT STUDENTS IN
RESERVE AND NATIONAL GUARD
TRAINING PROGRAMS

**Army Reserve Officers, Not on Extended Active Duty (EAD),
Residing in Continental U.S.**

Army Reserve officers, not on EAD and residing in the continental limits of the U.S., who desire to earn credit points under Reserve training programs, must indicate on the reverse side of the Unit I Evaluation Examination answer sheet the Reserve unit headquarters that maintains their retirement credit records and the dates of their current retirement year. Subsequent changes will be reported promptly to the College.

Notification of satisfactory completion of a unit is sent to the Reserve unit headquarters designated, through the Army Area headquarters in which the unit is located. The notification certifies the date the particular unit was satisfactorily completed, the number of credit hours and retirement points authorized, and the beginning and ending dates of the officer's current retirement year.

Army Reserve Officers, Not on EAD, Residing Outside Continental U.S.

Army Reserve officers, not on EAD and residing outside the continental limits of the U.S., will receive a letter from the College stating that a particular unit has been satisfactorily completed and giving the number of credit points authorized. It is then the responsibility of each officer to insure that the information is incorporated in his official record.

Army and Air National Guard Officers, Not on EAD

Army and Air National Guard officers not on EAD will receive a letter from the College, stating that a particular unit has been satisfactorily completed and the number of credit points authorized. Each officer is then responsible for insuring that the information is incorporated in his official record.

Naval Reserve Officers

Notification of satisfactory completion of a unit for the purpose

of awarding credit points to all Naval Reserve officers (except those enrolled in the NROS program) is sent by the College through the U.S. Naval Correspondence Course Center, Scotia, N.Y., to the U.S. Naval Reserve Officers Recording Activity, Omaha, Neb. This notice contains the number of the unit satisfactorily completed, the date of completion, and the number of points awarded.

Air Force Reserve Officers Not on EAD

Air Force Reserve officers not on EAD will receive a letter from the College stating that a particular unit has been satisfactorily completed and the number of hours and credit points authorized. It is then the responsibility of each officer to insure that the information is incorporated in his official record.

Marine Reserve Officers Not on EAD

A letter is sent by the College to the Commandant of the Marine Corps, Code AFC, advising him of the satisfactory completion of a unit and the number of credit points earned. The letter also requests that the information be incorporated in the officer's official record.

Coast Guard Reserve Officers Not on EAD

The Industrial College sends a letter to the Commandant, U.S. Coast Guard, Washington, D.C. 20026, advising him of the completion of a unit, the date of satisfactory completion, and the number of credit points and hours authorized. It also requests that the information be incorporated in the officer's official record.

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APPLICATIONS AND INQUIRIES SHOULD BE ADDRESSED TO: The Commandant, Industrial College of the Armed Forces,
ATTN: Correspondence School, Fort Lesley J. McNair, Wash., D.C. 20315

APPLICATION FOR ENROLLMENT - NATIONAL SECURITY MANAGEMENT COURSE

1. SOCIAL SECURITY NO.	2. NAME (Last, first, middle initial)	3. DATE OF BIRTH	4. SEX ☐ MALE ☐ FEMALE
5. MAILING ADDRESS (Include ZIP Code)		6. CITIZENSHIP ☐ U.S. ☐ OTHER (Specify)	7. RETIREMENT YEAR END DATE (For Reserve Officers only)
HOME PHONE _____ OFFICE PHONE _____		8. IS THIS GROUP STUDY ENROLLMENT? (If yes, state unit activity and instructor) ☐ YES ☐ NO	
9. MILITARY STATUS (Check two) (a) ☐ ARMY (w) ☐ REGULAR (b) ☐ NAVY (v) ☐ RESERVE ON LEAD (c) ☐ MARINE CORPS (x) ☐ RESERVE NOT ON LEAD (d) ☐ AIR FORCE (y) ☐ NATIONAL GUARD (e) ☐ COAST GUARD (z) ☐ RETIRED MILITARY SPECIALTY _____ RANK _____		10. CIVILIAN OCCUPATION, POSITION TITLE AND GRADE GOVERNMENT EMPLOYEE: ☐ YES ☐ NO AGENCY OR FIRM: _____ YEARS IN PRESENT POSITION: _____	
11. HAVE YOU PREVIOUSLY ENROLLED IN ICAF CORRESPONDENCE COURSES? (If yes, give title of courses and dates of certificates) ☐ YES ☐ NO			
12. MAJOR CIVILIAN AND MILITARY EDUCATION INSTITUTION _____		DEGREE YEAR ERIC Clearinghouse JUN 6 1972	
☐ ARMED FORCES STAFF COLLEGE ☐ COMMAND & STAFF COLLEGE (Army, Navy, Air, MC) ☐ WAR COLLEGE (Army, Navy, Air) ☐ AIR FORCE INSTITUTE OF TECHNOLOGY		☐ INST. OF DEFENSE ANALYSIS ☐ NAVAL POSTGRADUATE EDUCATION	
13. DATE	14. SIGNATURE		